

# INSIDE TRACK

**DARE DEVILS FOR THE  
CHARITY CHALLENGE**  
See page 16 for full details



**DISPLAY TEAMS**  
Reports from Eurosatory  
and Farnborough  
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» **SIRENS BLARED AND THE LOUD RATTLING  
OF THE MACHINE GUNNER ECHOED INSIDE  
THE VEHICLE AS HE CONTINUOUSLY REVOLVED,  
SEARCHING FOR UNFRIENDLY ACTION.  
NO ONE INSIDE THE VEHICLE SPOKE...**

Tony Ennis, SVP International Business Development on his three days in Iraq  
Turn to pages 08 and 09 for full details

## BWDY is developing ... are you?

### Business Winning Developing You

As many of you will be aware, Business Winning Developing You (BWDY) was launched across the UK/RoW and Land Systems businesses in December 2007.

BWDY is the learning and development (L&D) framework for business winners. It is aimed at people in the Business Development function, including Group Business Development and Strategic Capability Solutions, along with people in other functions who have significant involvement in winning new business.

Sitting at the core of the programme is the BWDY profiling tool. This contains:

- The competencies (skills,

### Learning framework goes international, as Australia and US join

knowledge, experience) needed to undertake business winning effectively

- Role profiles, defining all of the main roles in the BD function globally
- Learning solutions (primarily training courses) that you can use to address competency gaps.

### More users

Since launch, the number of users of the BWDY profiling tool has grown to 550 across nine businesses, including Australia. Many of the

recently added users are business winners from functions other than Business Development. Most businesses are targeting to ensure that all their Business Development users have completed their profiles by the mid-year PDR review.

During the early part of 2009, the three US operating groups (OGs) – Land and Armaments (L&A), Customer Solutions (CS) and Electronics and Integrated Solutions (E&IS) – will be rolling out the BWDY framework to their business winners. As a consequence, Tim Lawrenson and Kate Winsey visited all three OGs and the BAE Systems, Inc. corporate team in June to start planning the roll-out.

The BWDY profiling tool is currently undergoing a number of

minor system enhancements which are due to be implemented over the next couple of months. More details about these will be included in the next issue of *Inside Track*.

### New courses

In addition to the continuing rollout of the BWDY profiling tool, the BWDY team has been developing a number of new training courses which are now at varying stages of maturity:

**Global Understanding of BAE Systems** – providing an understanding of the wider BAE Systems: organisation, strategy, capabilities, products, culture. This was piloted in the UK in May and a US pilot is planned for September.

Continued on page 02



## Welcome &gt;

Welcome to another issue of *Inside Track*. This is the summer issue and I have to say we certainly are seeing some summer. As I write this, it's 26 degrees and sunny with a cool breeze coming from the airfield. And even though the office is just stifling, we are all hoping that the weather lasts to the weekend.

In this issue, Tony Ennis tells us of his travels to Iraq, his first trip to a war zone, and there are some interesting tales and photos. We have an overview on a relatively new addition to the Company, Mobility & Protection Systems. The BWDY team give us an update on their work with Customer Voice, Business Winning Developing You and more. And Clive Marchant introduces us to the team that works at Singapore British Engineering.

I spent the beginning of July focusing on Farnborough Airshow, and though I love working at the shows, I am happy it's over as I seem to have lost a week somewhere in the post-show fog!

There are a few tasks that I have set myself to the end of the year and my main focus for the next month or so is to re-vamp our rather tired-looking intranet pages. I am working with the Business Development Executives and CSC to try to make the pages a little more interactive and informative. So watch out for news on that in the Autumn.

As always, I welcome any feedback about *Inside Track* – please feel free to email me with suggestions, articles or anything that you would feel needs to be included in the next issue.

I hope the sun shines for you this summer, wherever you are, look out for the next issue of *Inside Track* in November.

**Helen Davies, Internal Communications Manager,  
Group Business Development**



## BWDY portfolio



Continued from page 01

This course will be listed on the UK online course catalogue (IDP) from November 2008 and can be delivered in other Home Markets by arrangement with the BWDY team.

**Business Winning Foundation Course** – providing an introduction to Business Winning in BAE Systems. Development is now well advanced and the pilot was delivered on 10 July. Regular courses start in the UK from October 2008 and the course will be listed on the IDP shortly. Discussions will then start on how to make this course available in other Home Markets.

**Capture Management.** This will have two main elements: Module 1 – Capture team training and Module 2 – Capture manager training. This course is now in detailed development stage with Shipley, the nominated course provider. We are currently looking for volunteers from a number of businesses and functions to attend the pilots which

are being held on 24-26 September (Capture Team) and 13-15 October (Capture Management) in the Farnborough area. If you're interested, please contact Kate Winsey.

**Other courses** – in addition to these bespoke courses, BWDY also refers to many off-the-shelf courses, where they are well suited to addressing our competency needs. One new course that has just been added to the portfolio is the Joint Services Warrant Officers' Course, run by the UK MOD Defence Academy at Shrivenham. The course is primarily run for MOD Warrant Officers, but the MOD is also keen to have some industry delegates in order to improve understanding both ways.

### Website

If you still haven't seen the BWDY website ([www.bw-dy.com](http://www.bw-dy.com)), it is definitely worth a look. It provides extensive details on BWDY, including listing all of the role profiles in downloadable MS word documents.

## Inside this issue &gt;

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## UK/RoW news in brief

### £275m CVF mission system contract

The UK Ministry of Defence has awarded Integrated System Technologies a £275m contract for the design and supply of the mission system that will underpin the war-fighting capabilities of the Royal Navy's two new aircraft carriers.

### Commitment to Australia customers

Following the acquisition of Tenix Defence, BAE Systems Australia has

announced a new organisation that aligns the maritime, aerospace, land and joint businesses with its customer organisation. The integration team is working to deploy common business processes and systems, while ensuring the business remains focused on meeting customer commitments.

### Submarines nuclear centre opened

Submarine Solutions has opened a new nuclear facility at Barrow-in-



Left: Insyte will design and supply the mission system for the Royal Navy's two new aircraft carriers

Furness. The new Nuclear Instrumentation Centre will immediately provide a scarce test capability to support the Astute submarine programme. It will back up an

existing facility in testing the 800 sensors that validate the secondary radiation shielding in Astute, and add medium and high dose calibration previously performed off site.



# s developing ... are you?

COURSE NAME	COURSE DESCRIPTION	VENUE (AREA)	DATES
LCM Business Winning Practitioners Course (LCM06)	A one-day course that explains how the LCM process operates at the business-winning phases of the life cycle. Attendance of this or another LCM course is a pre-requisite to many other BWDY courses.	Camberley Heath Farnborough Bartle Hall, Preston	16 September 2008 13 November 2008 9 December 2008
Winning Business Workshop	Pre-requisite of this course is the LCM BW Practitioners course. Two-day course. Provides overview of how to develop and write a proposal using a case study or a real bid.	Warton Farnborough	23-24 September 2008 26-27 November 2008
Bid Management Workshop	A pre-requisite of this course is the Winning Business Workshop. Two-day course. Targeted at people who may/will be asked to manage a bid/proposal.	Farnborough Warton	3-4 September 2008 4-5 November 2008
Bid Writing / Storyboarding	A pre-requisite of this course is the Winning Business Workshop unless you have significant previous bid experience. A two-day combined workshop that uses real examples to improve persuasive writing skills for contract bidding.	Heckfield Place, Farnborough	2 September 2008
Price to Win	A pre-requisite of this course is the LCM BW Practitioners course or another LCM course. A one-day course. Provides an overview of the discipline of price to win – the price we wish we had bid at the moment we found out we lost!!	Farnborough Warton Newcastle	4-5 November 2008 24 November 2008 25 November 2008
UK Business Winning	Pre-requisite of this course is the LCM BW Practitioners course. One-day course that explains the latest developments in the UK MOD, the Defence Industrial Strategy and key lessons on how to win Business with UK MOD.	Camberley Bartle Hall, Preston	30 October 2008 18 November 2008
Offset Awareness	A one-day course that is specifically aimed at BAE Systems employees who will, or may, encounter offset, or come across opportunities to generate offset credits. Offset is a commercial mechanism used by most governments whereby the supplying contractor is required to provide compensation to help mitigate/justify the cost of defence imports.	Farnborough Warton	18 September 2008 13 November 2008
Customer Relationship Management	A two-day course specifically aimed at BAE Systems employees who have or may begin to have significant customer contact, whether their customers are internal or external to BAE Systems. This course covers CRM across the entire life cycle and is therefore relevant to all BAE Systems employees from any function/business.	Barton Grange, Preston Heckfield Place, Farnborough	10-11 September 2008 19-20 November 2008

Please note these dates are subject to change. For more up-to-date information please go to the IDP:  
[www.vuni.intranet.baesystems.com/ldportfolio](http://www.vuni.intranet.baesystems.com/ldportfolio)

One recent addition to the website is recommendation on the sequencing of courses. This was in response to a number of requests by BWDY users to clarify the order in which people should plan to do training courses.

Finally, the table above shows the open Business Winning courses

running in the UK for the remainder of this year.

If you are interested in attending any of the courses that are listed, please register via the Integrated Development Portfolio (if you are based in the UK).

If you are based overseas, please

contact the BWDY team directly on +44 (0) 1252 384895.

Look out for BWDY updates in future editions of *Inside Track*. In the meantime, if you have any queries, please contact Kate Winsey or Tim Lawrenson, or your local BWDY champion – see [www.bw-dy.com](http://www.bw-dy.com)

## Panther model for future land support

The recently-announced Panther System Support Arrangement is the first of its kind for UK military vehicles. The contract incentivises BAE Systems and its supply network to guarantee availability and reduce cost of ownership for the British Army from the day Panther enters service.

## ATC assists British Shooting Team

The British Shooting Team has tested an electronic timing device developed by the Advanced

Technology Centre's optics and laser department at Filton, Bristol. The shooting project is part of BAE Systems' five-year, £1.5m partnership with UK Sport.

## Tornado staging equipment delivered

Aircraft Accessories and Components Company, one of CS&S International's partners in Saudi Arabia, has made its first delivery of aircraft staging equipment to the Royal Saudi Air Force. The equipment has been specifically designed for the Tornado to enable technicians to walk around the aircraft

and perform the necessary work. It incorporates steps, lighting, pneumatics and health and safety barriers.

## Missile defence centre contract

Strategic Capability Solutions (SCS) has signed a three-year, follow-on lead contract for the UK Missile Defence Centre. Under the terms of the contract, SCS provides key project management and commercial capabilities to ensure the effective delivery of work packages across the Government and industrial partners.

## Foreword>



## Exhibitions show off our strengths

I was really surprised recently when I spent a few days in Paris at Eurosatory. This show used to have, at best, a passing interest for our Company and was famous for French "delegation management" i.e. we didn't see anybody.

Well, that was then and this is now. The show was great. We saw almost everybody (and those whom the organisers didn't want us to see approached us directly) and, because we are the biggest and best in Land and Armaments (L&A), we had an amazing presence through our very impressive stand.

I toured our competitors on the third day of the show (minus badge) with a couple of guys from L&A and there is virtually no-one who can match the breadth and depth of BAE Systems' capability.

It was great to have such a strong L&A team, led by Linda Hudson, working seamlessly with the GBD guys and girls. Having seen what we can do at Eurosatory, I am even more energised to improve how we showcase the whole Company's capabilities at future exhibitions globally.

We have, in my opinion, many distinguishing advantages over our competition: we are the only truly global defence company, we have the broadest range of capabilities and our kit is performing fantastically in theatre saving lives and helping warfighters 24/7.

At Farnborough International, we presented BAE Systems as a global systems company in the best way we have ever achieved. The feedback has been outstanding from stakeholders, employees and customers. Keep it up!

Alan Garwood, Group Business Development Director



# Gaining the global edge

## Woolf Report

BAE Systems has announced a three-year programme that will fully implement and embed all 23 recommendations of the Woolf Committee Report.

After a thorough review of the Report, BAE Systems has developed an implementation programme that will deliver the Company's goal to achieve benchmark standards of governance in the conduct of its day-to-day business.

Mike Turner, Chief Executive, said: "Both I, and my successor Ian King, are determined that BAE Systems is recognised both as a high-performing Company in terms of its programme and financial performance and as a leader in standards of ethical business conduct among global companies."

"We are proud to conduct our business with integrity and we will continue to ensure we communicate how we are doing this clearly and regularly with our stakeholders."

The programme to implement the Woolf recommendations will be managed by a dedicated Programme Director, Nick Hubbard.

"The full implementation programme will be rolled out over the next three years and work will get under way quickly on many activities over the next 12 months," said Nick. "As well as a Steering Committee chaired by Phillip Bramwell, Group General Counsel, we have established six working groups comprising senior managers and functional experts from across the business who will focus on areas such as developing a global code of business conduct and leadership in business ethics."

Between them, these working groups will address all the findings and recommendations contained in the Woolf Report."

The implementation programme will focus on:

- changes to and the monitoring of policies and procedures
- revised training needs and the subsequent delivery of training programmes
- a programme to consult and communicate with stakeholders on the Company's plans
- communication and engagement with 97,500 employees.

"Successfully embedding the Woolf Report recommendations into the fabric of how our Company operates is really important," said Alan Garwood, Group Business Development Director.

"Specifically in our Business Development function, once this work is under way, it will provide us with clear direction on achieving the global benchmark for our business practices – including winning business. As a member of the Steering Committee, I look forward to seeing the Working Group outputs as I believe these will make an essential difference."

The Woolf Committee pointed out that BAE Systems has already made progress in establishing high standards of business conduct. An example is the development of a uniform global contract for the appointment and oversight of external advisers.

Other good work acknowledged includes the project to develop a single global code of ethical business conduct for all employees to be launched in 2009.

Further details about the programme can be found on [connectus](#)

## About the Woolf Committee

The Woolf Committee was an independent committee appointed by the Board of BAE Systems plc in June 2007 to carry out a comprehensive independent review of the Company's ethical policies and processes and publicly report upon its findings.

"We have provided a route map for the Company to establish a global reputation for ethical business conduct that matches its reputation for outstanding technical competence," noted the Woolf Report 2008.

# Showing w



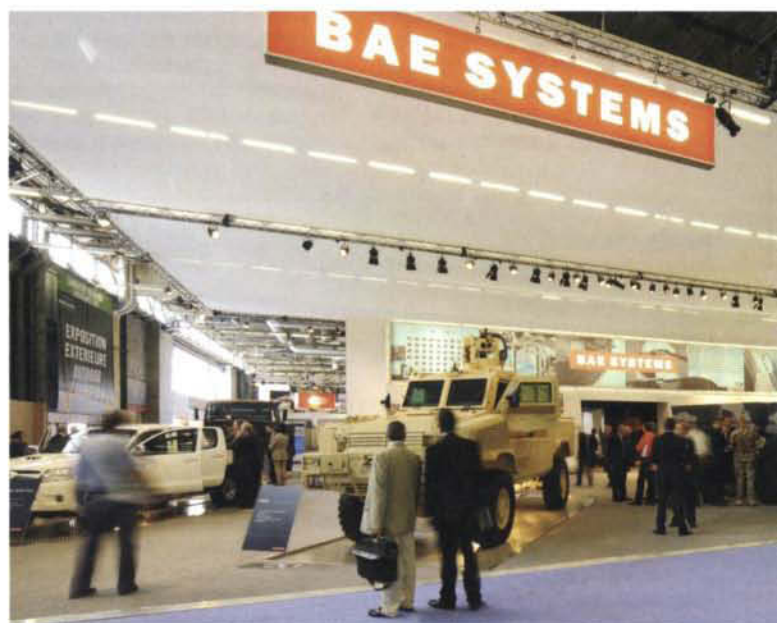
## Farnborough

This year was the 60th anniversary of the Farnborough Airshow, and it proved to be our busiest yet.

We spoke to approximately 4,000 people in scheduled meetings. On top of that number, there were numerous guests that came to look at the exhibit and had ad hoc meetings.

About 130,000 people attended the show during the trade days along with a further 66,000 people on the Saturday and 85,000 on the Sunday. Of those, 75 per cent were civil and 25 per cent were military guests.

This year we moved to a new facility, FIVE (Farnborough International Venue & Events), and in the 4400sqm space we displayed a



Above: this year's stand at Eurosatory was larger than ever before and in a better location



# hat we're made of



full-size M777, BVS10, and RG31 Mk7 as well as the Hawk experience. Outside, we launched the Mantis alongside our showcase of other unmanned autonomous systems and a Hawk.

We catered for about 1,700 people during the trade days in main dining and al fresco areas. The main dining section had water features and large

TV screens so visitors could watch the flying displays. The al fresco area had a choice of foods from our Home Markets and while it was a bit chilly, diners had a good view of the static park. A further 500 guests took lunch in the Meeting Suite or VIP area.

We saw 46 international delegations and had more than 70 meetings with those delegates.



Clockwise from main picture: Farnborough saw the successful launch of the Mantis, our large indoor display space allowed us to showcase full-size versions of our military vehicles, Yeeman Cheng and Kishori Malvi visited from overseas offices, as did more local VIPs – David Cameron MP was shown around by the Company's outgoing Chief Executive Mike Turner



## Proof we're number one

### Eurosatory

Eurosatory is one of the most important Land Systems/Defence shows in Europe, and is particularly important for BAE Systems as it enables us to showcase new capabilities as well as the development of existing ones.

This year, our broad themes were: the Company's position as the number one Land Systems supplier in the world, mobility and protection in a modern operational environment, and customer affinity.

On our stand, we displayed full-scale versions of the CV9035, SEP 8x8, RG31 Mk6, M777, FMTV M1083, Warrior with MTIP2 turret and armoured Hilux. In addition, a BvS10 was on display on the stand of our French partner, Panhard. Scale

models of many of other products were also on display.

With a larger stand this year and slightly better location, we hoped to see even more customers than in previous years. We had more than 300 meetings with a variety of customers during the week. These were undertaken by representatives from across the Company, including colleagues from the United States, Sweden and South Africa. A number of the meetings were with overseas delegates. In total, 39 countries visited our stand – from as far afield as Australia, Canada and Brazil and closer to home including Greece, Slovakia and Spain.

In addition to the planned meetings, there were many contacts made for the Business Development teams to follow up.

## Events 2008

- MSPO Poland – 8-11 September  
contact Emma Evans
- African Aerospace – 17-21 September  
contact Toby Broughton
- AFA, US – 14-17 September  
contact Doug Coffey
- Defendory, Greece – 1-4 December  
contact Emma Evans
- AUSA, US – 6-8 October  
contact Doug Coffey
- I/ITSEC, US – 1-4 December  
contact Emma Evans
- ExpoNaval, Chile – 2-5 December  
contact Emma Evans

### CONTACT DETAILS

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Above left: the 8x8 FMTV and above right: JLTV vehicles are designed with both occupant survivability and mobility in mind

# Our mission: increasing survival in the field

## A pioneering business

Formed in 2007, BAE Systems' Mobility & Protection Systems (M&PS) develops advanced survivability systems. Headquartered in Houston, Texas, our 6,000-strong workforce delivers industry-leading tactical vehicles, vehicle armour, body armour, helmets, aircraft armour, seating systems, air bag systems and individual equipment.

M&PS has pioneered many of the survivability products that the US military relies on – Small Arms Protective Insert (SAPI) plates, Modular Lightweight Load-carrying Equipment (MOLLE), the Up-Armoured HMMWV, the Family of Medium Tactical Vehicles (FMTV), the first military crashworthy crew seat for the Blackhawk and the Cockpit Air Bag System. We are dedicated to research and development investment to anticipate the survivability needs of the warfighter.

A global enterprise with 14 production facilities across three continents, M&PS is organised along seven business units: Product Support, Medium/Heavy Vehicles, Individual Equipment, Occupant Protection,

From cutting-edge research and development to retrofit operations, Mobility & Protection Systems anticipates the needs of warfighters

Vehicle Armour, Australasia, and Joint Light Tactical Vehicle.

## 'Laser-focused' support

Product Support, a vital part of M&PS, has a primary mission to provide "laser-focused" support to each of M&PS's businesses.

Sustaining M&PS's unsurpassed record of delivery, quality and reliability, the global reach of our dedicated Field Service Representatives and After Market Support ensures our products boast record readiness rates. Product Support is committed to playing a significant role in the Department of Defence's strategy to RESET the FMTV and the FMTV-based Caiman Mine Resistant Ambush Protected (MRAP) fleets.

Other capabilities include FMTV & MRAP field retrofit operations, product warranty management, technical

publications, readiness reporting and equipment supportability design validation.

## A history of excellence

The Medium/Heavy Vehicles (MHV) business unit has a long history – from carriage making in the earliest days, to assembling Army trucks and rebuilding Willys Jeeps during the Second World War. Since then, MHV has established itself as a world-class designer, manufacturer and through-life supporter of a wide range of industrial wheeled vehicles and military tactical trucks with payload capacity from two to 17 tons. Today, MHV is the exclusive manufacturer of the FMTV, considered the most sophisticated and capable off-road, multi-purpose military tactical vehicle in use today. With more than 40,000 FMTV trucks manufactured and

fielded to date, FMTVs

are in use throughout the world.

A full-service Original Equipment Manufacturer (OEM), MHV manufactures, tests and supports tactical vehicles from its 200-acre campus about 60 miles west of Houston, Texas. The MHV facility provides a manufacturing area of more than 800,000 square feet, a large Electrodeposition (E-Coat) primer operation, a fabrication centre and a 1.3 mile high-speed, all-weather track and test area. Our engineering tools, simulation and analysis capabilities allow digital design, integration and testing before fabrication.

M&PS manufactures to quality levels approaching Six Sigma and is a leader in Lean manufacturing technology. Our comprehensive quality system is ISO 9001 and ISO/TS16949 certified.

With 99 per cent on-time truck and trailer deliveries and the highest on-time delivery rate of spare parts for more than three years, M&PS consistently performs as a premier and reliable OEM.

## Armoured and ready

M&PS's full range of lightweight composite, ceramic-composite and transparent aircraft armour solutions is unparalleled in the industry.

The complex and evolving needs of today's military require integrated combat protection and mobility solutions unique to any other time in history. Vehicle armour provides integrated solutions for vehicle protection including

**THE MEDIUM/HEAVY VEHICLES BUSINESS UNIT IS THE EXCLUSIVE MANUFACTURER OF THE FMTV, CONSIDERED THE MOST SOPHISTICATED AND CAPABLE OFF-ROAD, MULTI-PURPOSE MILITARY TACTICAL VEHICLE IN USE TODAY**







Above: M&PS was the first to develop the M1114 Up-Armoured HMMWV, in response to the complex needs of the military today



Above: M&PS provides field retrofit operations

up-armoured vehicles, add-on armour kits (with emphasis on integrated protection and B Kits) and accessories for a full range of tactical and combat vehicles. M&PS pioneered the M1114 Up-Armoured HMMWV and is the only US manufacturer of the Modular Expandable Armour Systems for the US Army's M1117 Armoured Security Vehicle, appliqué armour system that provides 12.7mm protection with minimum weight and maximum stopping power.

Additionally, we provide solutions for perimeter ballistic protection; IED, mine blast and overhead burst protection; "white glass" transparent armour; gunner shield and gunner protection kits and door assist systems.

### Maintaining mobility

The focus of the Joint Light Tactical Vehicle (JLTV) programme is to

increase occupant survivability while maintaining vehicle mobility, transportability and payload capacity. The lightweight armour solutions are designed as standalone kits to achieve this level of performance. M&PS will carry over the same unsurpassed record of delivery, quality and reliability from the FMTV to this exciting new programme.

M&PS's wide-ranging resources, expertise and flexibility ensure delivery of products that are tested and even customised to meet the specific needs of the military as well as those of homeland security and allied military forces. M&PS will stay acutely focused on evolving technology and continue to deliver high-quality survivability systems that meet customer requirements.

Nelson McCouch, VP Marketing & Communications, M&PS, Sealy, Texas

## Comfort for individuals

M&PS's Individual Equipment (IE) business unit provides state-of-the-art survivability systems for the warfighter, protecting troops in the field since 1996.

Pioneers of the SAPI plate and the MOLLE system, IE continuously upgrades survivability systems to provide the highest level of protection and comfort at the highest threat levels. Our SAPI design is the lightest weight currently available.

M&PS's head-to-toe range of complementary survivability products include body armour, vests, hydration systems, assault packs, helmets, flotation collars, parachutes, ensemble integration and other protective products.

Since the introduction of the first successful military crashworthy crew seat in the UH-60 Black Hawk in 1975, M&PS's Occupant Protection business unit has become a pioneer in aerospace crash

safety and combat survivability. M&PS is the primary cockpit seat provider for US military aircraft. Today, the Cockpit Air Bag System (CABS), pictured below, is protecting aircrews in Black Hawk and Kiowa Warrior Helicopters.

The M&PS Occupant Protection team develops crashworthy crew and troop seating systems, air-frame and occupant armour and air bag systems to protect aircraft occupants. State-of-the-art FMVSS and FAA-certified testing facilities offer dynamic, static, materials and ballistic testing.

Occupant Protection also offers a full product line for ground vehicle seating including: driver, passenger/commander and troop seating such as the Mine Blast Utility Troop Seat and the Universal Mine Blast Seat with demonstrated protection against the most severe blast, crash and rollover threats.





Tony Ennis, SVP of International Business Development, went to see how the Com

# Three days in Baghdad

## Eyewitness

Rebuilding Iraq is a massive task. It is a large country with historical, cultural and religious divisions, intensified by a previous brutal and corrupt regime. The country's 27 million people and its infrastructure have experienced decades of severe degradation due to repression and lack of access to global markets.

Given the array of basic needs and challenges, and the United States' national security imperative to successfully conclude the global war on terror, the US will most likely stay in Iraq for several years.

And if that is the case, BAE Systems should be at the forefront, ready to help protect those soldiers who wake up every day in a land struggling to put an end to war. The Iraq Investment and Reconstruction Task Force's admirable vision of encouraging US firms to invest or increase their level of business in Iraq to help bring stability and employment also applies to the Company.

With that in mind we – Mike Trahan, JB Burns and I (in my role as Senior Vice-President of International Business Development and SVP for US10 which includes Iraq) – set off to Baghdad. Our hosts were the Task Force, or, to give them their full name, the Task Force to Improve Business and Stability Operations in Iraq.

My highly qualified colleagues had extensive personal experience in Iraq. JB Burns, VP of Business Development L&A and a retired Major General, had close relationships with general officers and UK and US warfighters on the ground. This was his third visit. Mike Trahan, VP of Business Development Ground Systems and a retired colonel, Arabic speaker and expert on the Middle East, was on his fourth trip. Two of his previous visits were when he saw action in Iraq. Indeed, some of the US Administration Offices in the Green Zone were

former palaces of Saddam Hussein and Mike had slept in and around them just after the fall of Baghdad.

This was my first trip to Iraq and I was full of curiosity, excitement... and a fair degree of apprehension.

Although earlier in my career I had flown on many unheard-of airlines in Africa and South America, flying Gryphon Airlines was an experience all its own. We flew into Baghdad Airport from Kuwait on a "scheduled" Gryphon flight. No seats were assigned and we sat among luggage piled in the aisles and seats of the unmarked ATR72 aircraft. I was just glad we landed safely.

## Welcome to the Green Zone

We were greeted by a private security detail of three up-armoured SUVs and six men. Quickly dressing in body armour, we loaded our bags and climbed into the vehicles. We were given a security brief on all the weapons in the car, armed and ready to operate. And with that warning, the SUVs took off in a three-in-a-row formation down "Route Irish", the main route to the Green Zone. With one vehicle in front and one behind, the cars continuously changed their spacing and alignment to avoid displaying a predictable pattern. Countless checkpoints later, we entered the Green Zone, arriving at our villa within Camp Victory.

## Breakfast and briefings

Bright, glorious weather welcomed us early next morning. After a simple breakfast at the Red Tomato, a small tidy trailer restaurant run by cheerful Filipino staff, we met Bob Love, our host from the Task Force. Bob briefed us on the day's meetings with a clear warning to stay flexible as "there was a war going on". But before starting our schedule, Bob suggested we visit the Baghdad Zoo in the Red Zone to experience the tranquillity slowly permeating the city.

As Bob promised, the zoo was an

oasis of peace, attracting families with cheerful little children. It was still early, before the sun reached its apex, and we saw Iraqi families out walking, moving at the pace of the slowest in the quickly rising heat. They were symbols of life as it should, could and hopefully eventually will be throughout Iraq. Not yet though – our four private security guards were armed fully from head to toe and positioned in a diamond formation at all times to protect us from danger.

After the zoo, the team set off to the first of our appointments. Hot, dusty and crumpled from the body armour, the three of us obvious-looking foreigners in long-sleeved shirts, wool suits and ties, spent the first day in the Green Zone meeting senior officials at the British and American embassies, MNSTC-I and other Iraqi government agencies.

## Constant danger

The next day, our meetings were on the edge of Sadr city, in the Red Zone. Sadr City is well known as one of the most dangerous parts of the Iraqi capital, but is probably calmer than it has been in years. This neighbourhood is an important place to visit for those seeking to better understand the lives of Shi'ite Muslims, the long-oppressed majority group in Iraq.

The regular detail of three SUVs dropped us off at a staging point where we teamed up with a contingent of the US Army who ran convoys of up-armoured humvees into difficult and dangerous places. The depot was a small, walled enclave full of vehicles, some of which had met an untimely end. Instructed on what to do in the event of an emergency, and hoping we wouldn't encounter one, we geared up in body armour and helmets and climbed in.

Each vehicle had a driver, a commander and a machine gunner. The gunner was wedged between two passengers in the back seat with the top half of his body out of the vehicle



Above: Tony Ennis dons his body armour in the wall

**‘WE WERE AN INCONGRUOUS SIGHT: THREE OF US IN SHARPLY PRESSED DARK SUITS WITH SHINY TIES AND POLISHED SHOES – TOPPED OFF WITH FULL BODY ARMOUR AND A HELMET’**





pany could do more in Iraq. What he saw surprised, inspired and moved him>



compound and below: Mike Trahan at Baghdad Zoo, an oasis of calm in the Red Zone



## A tribute

BAE Systems has more than 100 employees currently dedicating their lives to the betterment of Iraq and supporting the warfighters who protect us. Nicole Suveges, one of those courageous people, was one of nine people killed that day in a bombing in Sadr City.

Nicole, a political scientist and part of the TSS business unit, had been in Iraq since April to support the US Army's 3rd Brigade Combat Team (BCT), 4th Infantry Division, as part of the Human Terrain System (HTS) programme.

News about the loss of Nicole really gave us pause to seriously think about the remarkable jobs our colleagues are doing in the face of enormous danger.



Above left: JB Burns was making his third visit to Iraq and above right: Task Force host Bob Love



controlling a turret which gave him 180 degree protection.

As you can imagine, we were an incongruous sight: three of us in sharply pressed dark suits with shiny ties and polished shoes – topped off with full body armour and a helmet.

The three humvees lined up and, as soon as the gates opened, we set off at full speed. Sirens blared and the loud rattling of the machine gunner echoed inside the vehicle as he continuously revolved, searching for unfriendly action. No one inside the vehicle spoke and the atmosphere was very serious. The driver, hunched over the wheel, focused his penetrating glare on the road. The vehicle commander busily looked from left to right, simultaneously keeping his eyes on the surroundings while managing a large LCD screen which provided him with situational awareness.

Sitting in the back seat, the streets of Baghdad shot by. The loud, imposing humvees travelled up to 50 miles an hour through very congested streets and when we hit an impenetrable traffic jam, one way streets became our two-way alternate routes. Slowing down was not an option.

After the thrilling ride of my lifetime, we arrived in one piece and, running on high adrenaline, had a full day of very productive meetings.

But danger is ever-present. When we got back to our villa, we heard nine people had lost their lives, four of whom were Americans, in a bomb blast just blocks away from where we had been that day.

## Return to Kuwait

Our trip concluded with a full day of meetings with Iraqi officials in the Green Zone and in and around the US embassies. We also met BAE Systems employees on the ground. At day's end, we returned to Kuwait on a Gryphon flight. I had the jump seat between the pilots – and witnessed the young co-pilot's delight as he climbed in tight spirals

until we reached an altitude out of reach of surface-to-air missiles.

But when we landed we discovered that one of the people who died in the previous day's bombing in the Red Zone was a BAE Systems employee, Nicole Suveges.

## Progress and passion

Sitting on the United Airlines flight home with a well-deserved drink in hand (Iraq, being a war zone, is under General Order No 1 – which bans all alcohol), I had time to reflect on the past few days. Significant progress was evident, but the enormity of the undertaking cannot be overstated.

It was impossible not to be impressed by the character, professionalism and determination of the US forces on the ground. I was also deeply impressed by Bob Love and the Task Force. Regardless of the physical hardships and personal risks, they had a genuine passion to improve the lives of the Iraqis by encouraging inbound investment.

Not only are there evident opportunities for our company for future business in Iraq, there is, more importantly, a great need for a company like ours to assist in sustaining and supporting US and Iraqi Armed Forces so that they can have the best equipment ready at all times.

As dramatic and exciting as the journey was, indelible images remain of Iraqis' daily struggle for a normal life: Iraqis selling personal goods on the streets for extra money, retrained Iraqi police officers directing traffic, the intensity and sincerity of Iraqis as they discussed their country's future, the high expectations of Iraqis as to what the US can provide and the continual hope of increasing foreign investment for positive change. All of this seemed to be an example of their unceasing fight to build confidence in their future... and I believe that BAE Systems can play a part in helping Iraq build that confidence.

Tony Ennis was speaking to Hanna Lee



## New policy on pursuit of export opportunities

This new BAE Systems policy was published as part of the 1 July 2008 update to our Operational Framework and is "owned" by the Group Business Development (GBD) Director.

The policy has been introduced because the Company's reputation affects its ability to do business and reputational issues in one part of the business increasingly have impact worldwide.

It is clear that, in certain countries, acting legally and behaving ethically may not themselves be sufficient to establish or maintain a good reputation.

The perception of corruption, or other ethical issues, may give rise to unacceptable levels of reputational risk when business is carried out.

The policy provides a regulatory framework that aims to ensure reputational risk is appropriately considered in relation to the pursuit of all export opportunities. As part of this framework, the Executive Committee (EC) has agreed an Approved Priority List (APL) of countries, based on recommendations from Group Business Development/the BD Council.

The APL represents the set of countries in which BAE Systems intends to focus on for the majority of its future business.

If a business wants to pursue an opportunity in a country outside the APL, then the Individual Country Assessment (ICA) form/process must be used to obtain specific approval for the pursuit, early in the life cycle.

A briefing pack is also available at the GBD website which explains the policy and how it is to be used. This includes some typical questions and answers in relation to the policy.

For further information on the APL or policy, please contact VP Business Winning Excellence, Tim Lawrenson, or the EVP BD Operations, Neils Petersen based at Farnborough, UK.

# Roles and responsibilities

## Document re-issue

The Group Business Development (GBD) Businesses Roles and Responsibilities document (or R&Rs for short) explains the normal split of roles and responsibilities (in terms of where lead responsibility normally lies between GBD and the businesses) for key business development (BD) roles/activities.

Issue 2 of the document has just been published following extensive consultation, encompassing line leaders, and sign-off by the Business Development Functional Council.

The bulk of the document addresses export BD activities to non-Home Markets, starting with a summary picture like that on the right. This is followed by an explanatory page that expands on the activities in each numbered row, moving from the globally strategic at level 1, through market-level activities at rows 2-4, to tactical activities relating to individual opportunities at rows 5-7.

A similar summary picture has been added in Issue 2 to show how roles and responsibilities vary when it comes to exporting to Australia and Saudi Arabia. This represents the

market/customer-centric approach agreed by the Executive Committee in April 2008.

Likewise, there is a summary picture to explain the roles and responsibilities of the GBD UK Government Relations team and the businesses in relation to the UK MOD customer, whether for domestic activities or exports into the UK.

The R&Rs document is aimed at anyone involved in business winning activities in the relevant markets. It should be reasonably self-explanatory, but it is recognised that there are wide variations in approach between different business units and operating groups and even across GBD. As a result the document should be used as the basis for a dialogue between GBD and a business unit or operating group, rather than seen as providing a complete and comprehensive definition for all circumstances.

The R&Rs document can be downloaded from the GBD website, along with a briefing pack that explains the content in more detail. For more information, please contact Tim Lawrenson on +44 (0)1252 384904.

Michael Blake ICT Leader, Insyte, Cowes

## SUMMARY: BALANCE FOR EXPORTS TO NON-



## Life-cycle management

Corporate life cycle management (LCM) document updates are now released twice a year, on 1 January and 1 July. The July release included the following updates:

### LM04/04 Guide to Capture Management

Minor changes have been made to address recommendations resulting from the internal audit of Business Winning LCM Phases which took place in Dec 2007 and Q1 2008.

### HB04/01 Handbook to the Proposal Process

This handbook has been withdrawn on the basis that each business now has its own proposal development process and/or uses one of the external off-the-shelf processes.

### HB04/03 Post-offer Submission Handbook

Minor updates made to reflect latest terminology and best practice.

### HB04/05 Business Winning Terminology Handbook

This has been updated to reflect the latest terminology. The previous

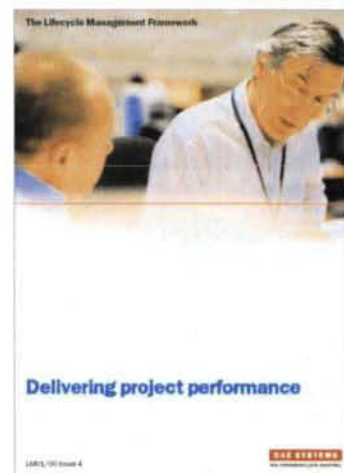
document included an appendix explaining the main roles in a capture team. This has been removed from the terminology document pending the development of a new handbook on planning and managing captures. Note: LM04/04 has summary information on the key capture team roles.

### HB04/08 Bid and Proposal Investment Applications

A minor update to reflect latest terminology. This document provides a recommended template for submitting BPJA requests that require COO approval.

### HB04/12 Red Team Reviews

This update reflects analysis of bid lessons learned reviews which highlighted the need for earlier ("pink team") reviews or, better still, rolling red team reviews. The analysis showed that Red Teams are often used too late and sometimes end up questioning the entire capture approach/strategy rather than focusing on how well the proposal conveys the messages and value propositions to the customer.



### Former HB04/13 – UK Business Winning Handbook

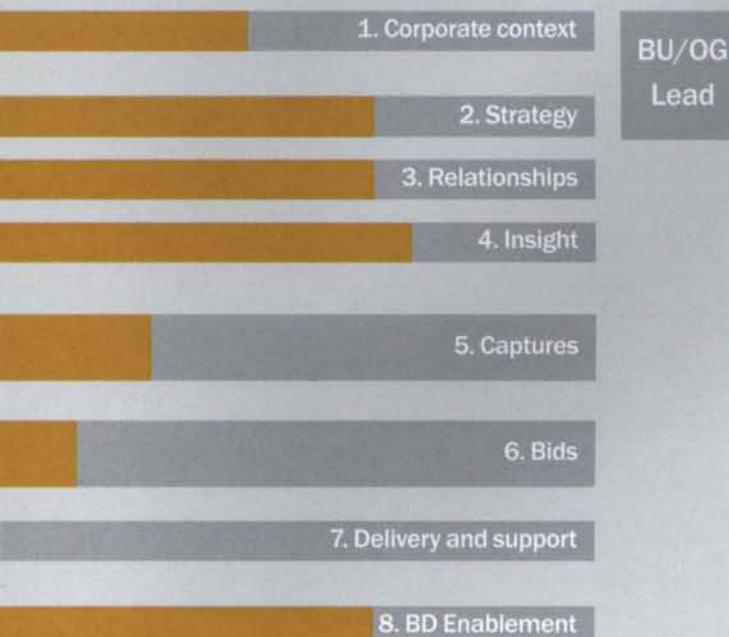
This document is no longer an LCM handbook as it is does not comply with the format requirements or suit the update cycle. The document can be found at the UK Government Relations team website – contact James Stephens or Nigel Cudby.

The Business Winning LCM website (accessed via the GBD website) has the latest information on Business Winning LCM guidance and the associated LCM BW practitioners training course.



# ties explained

## OF GBD AND BU/OG RESPONSIBILITIES HOME MARKETS



## Useful course to go with the revised handbook

### UK Business Winning Handbook – Introducing the UK Customer

Earlier this year, the UK Government Relations team revised the format of the UK Business Winning Handbook.

The handbook provides advice on how to market, bid and sell to the UK MOD. It offers guides to the MOD's decision processes, to the acquisition process and to the MOD organisation.

It also offers tools developed on MOD campaigns to assist business units in analysing opportunities and in planning bids and campaigns.

The handbook is regularly being updated (latest June 2008) and is available through the UK Government Relations website.

### UK MOD Business Winning Course – Understanding the UK Customer

The UK MOD Business Winning Course has been developed to accompany the UK MOD Business Winning Handbook and is aimed at all those involved in business winning with the UK MOD.

The course provides insight into the UK customer and aims to provide delegates with an understanding of exploring and developing material from the handbook. Attendees work on case studies which focus on lessons identified in bidding to the MOD such as the Defence Industrial Strategy and the acquisition process.

Previous delegates had this to say about the course:

- "Very useful intro to the MOD approach to business"
- "Helpful insight into the MOD organisation and how it works"
- "Good summary of current processes and links to UK Business Winning Handbook"

The next scheduled dates for the one-day course are 30 October, at Camberley Heath Golf Club and 18 November at Bartle Hall, Preston. Alternatively, arrangements can be made to deliver the course at your site. It can also be tailored to meet specific capture team requirements through a workshop-based approach. Further information is available on the UK Government Relations website.

## Customer Voice updates>

### Sharing best practice

The Customer Voice Steering Group was held in Lytham St Annes on 22 and 23 May and had a Military Air Systems theme.

The special guest speaker was Harrier pilot Lt Cdr Adam Clink, Royal Navy. He spoke about his recent experiences in Afghanistan as well as giving his views on the Harrier GR9 (very positive!).

Other presentations included: a joint Insyte/MOD Directorate of Supplier Relations update on the latest Customer Voice/Performance Review project; Comparative Analysis from Bsquared Consulting; and discussions on the BAE Systems UK/RoW-MOD DE&S partnering themes.

The next Customer Voice Steering Group will be held in Stirling Square on 13 November, 2008

### Jasmine speaks at EIP

On 11 June, Jasmine Aminelahi, BAE Systems Customer Voice Manager, spoke at the EADS Improvement Programme (EIP) meeting in Manching, Germany. The invitation reflects the fact that EADS is also a user of the Customer Review Process™ (CRp), the process that BAE Systems has tailored into Customer Voice.

The EIP meeting is similar to the Customer Voice steering groups in that representatives attend from the different EADS business units and discuss current projects, improvement ideas and best practices.

The overall EIP is run by Bill Black, Chief Quality Office at EADS, who at one point in his career served as the Vice-President of Engineering & Customer Support for BAE Systems Regional Aircraft.

Jasmine spoke about BAE Systems as a global company, explained how Customer Reviews fit into the company and how the UK/RoW applies the



Above: Jasmine Aminelahi, BAE Systems Customer Voice Manager

Customer Voice process to enhance customer relationships as well as future strategic business planning. She also touched on how important internal and external communications are to the whole process.

### Upcoming projects

Since the successful joint Land Systems Customer Voice/Performance Review (PR) trial project in 2007, we have proceeded to roll the process out across the UK businesses.

Insyte is currently wrapping up its CV/PR project and proceeding with Results and Action briefings.

Military Air Solutions (MAS) and Land Systems have both started planning their next projects. MAS is tentatively scheduled to conduct its CV-only interviews in November, with the CV/PR combined interviews following in January.

Land Systems will conduct another joint project, as they did with their pilot project. All interviews, CV only and joint CV/PR interviews, will be conducted over the same time frame starting in January 2009.

For additional information on Customer Voice, please contact Jasmine Aminelahi at +44 (0) 1252 384992 or [jasmine.aminelahi@baesystems.com](mailto:jasmine.aminelahi@baesystems.com)

## Charles Wallace seconded to Woolf team for 12 months

Charles Wallace has been seconded to work on the Woolf Committee implementation team for 12 months, starting from 1 July and based at Stirling Square.

As a result, the Business Winning Excellence Team now has an opening for someone to take on Charles' former role on a secondment basis.

This is a great opportunity for

someone to develop their understanding of Business Winning policies, processes and best practices and get a broad perspective on the way BAE Systems undertakes BD.

If you are interested, please contact Tim Lawrenson, VP Business Winning Excellence on 01252 384904.



# Going to extremes to prove radar's worth

## Commander SL

In the mid 1990s, Siemens Plessey (now BAE Systems Integrated System Technologies – Insyte) was contracted to supply three Commander radar systems to the Royal Air Force (RAF). Designed to be easily deployed around the world, the system quickly became an integral part of RAF-deployed Command and Control operations.

The contract was extended and a further three Commander systems (designated by the RAF as the "Type 101" radar) were purchased. The contract required the supplier to deliver "contractor logistic support" with payment made only on the achievement of operational availability targets. The six systems went into service with the RAF between March 1997 and June 1999.

Two of the systems are operated by No 1 Air Control Centre (1ACC), and regularly support global UK and joint operations. Deployments include Kazakhstan and Norway at very low temperatures and Afghanistan, Iraq and Oman at the other extreme. In all cases, the systems have performed well, achieving required levels of operational availability.

In 2004, 1ACC deployed two

After a decade of performance under punishing conditions, the next generation of Commander is here

Commander radar systems to Iraq. The data from the Commander radar helped provide 24/7 airspace surveillance within 1ACC's area of operation in Southern Iraq. During Operations, data from the Commander radar was transferred to the unit's Tactical Air Control Centre and combined with other airborne and ground sensor information to provide a Recognised Air Picture. The Commander radar data enabled the unit's fighter controllers to provide tactical control of the coalition's offensive, defensive and combat support air platforms. The radar data produced by 1ACC was forwarded to the Combined Air Operations Centre at Al Udeid, Qatar, to form part of the bigger picture.

The extreme heat of the Iraqi summer added an additional challenge to operations with daylight temperatures reaching 45°C. Temporary shelters built by Royal Engineers provided some respite for

the Commander radar against the oppressive heat, but dust devils and full-on sandstorms continued to test the Commander radars, other equipment and personnel of 1ACC to the full.

1ACC is currently deployed in Afghanistan, supporting UK operations in the region.

## Investment and export

The key to a successful product lies in continued investment and development. The "next generation" of the Commander – the SL (solid state, long range) – was developed through a sustained period of company investment. A contract to supply two Commander SL systems to the RAF was signed in December 2006. Commander SL (designated "Type 102" by the RAF) is based on an ambient, air-cooled, solid state transmitter, providing major opera-

tional and maintenance benefits over its predecessor system.

The Type 102s will be based on the east coast of the UK and will be delivered in their static configuration. They will form part of the UK's overall airspace surveillance picture. The first factory acceptance of the first system was completed in June 2008 and the first site acceptance is scheduled for August 2008, with the second during first quarter of 2009.

The Type 101 contract was a catalyst for export sales and led to contracts for five other nations, with 11 further systems supplied. They operate in Africa, the Mediterranean, Middle East and South America.

Similarly, the Type 102 contract is intended to be a springboard for export campaigns, the most significant of which centres on the supply of multiple tactical mobile versions of the Commander SL system to a potential customer, the Royal Saudi Air Force (see panel).

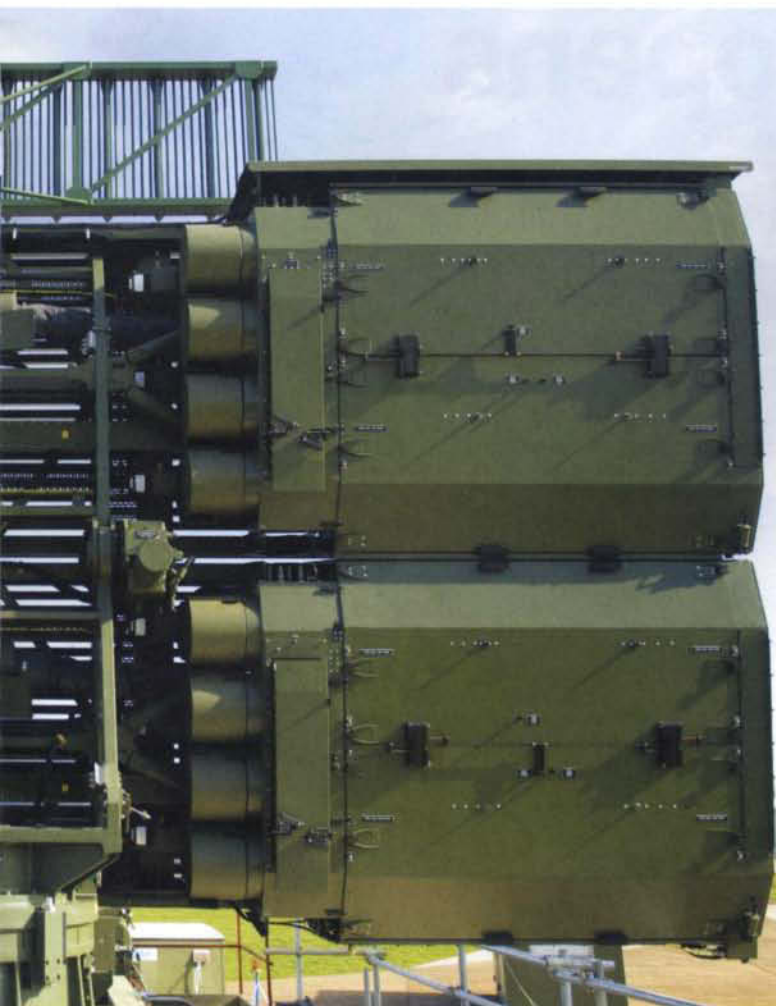
The two most important aspects of this campaign relate to demonstrating Type 102 system maturity to the potential customer and engaging with that country's industry to agree in-country industrial participation.

Michael Blake ICT Leader, Insyte, Cowes



**“DEPLOYMENTS INCLUDE KAZAKHSTAN AND NORWAY AT VERY LOW TEMPERATURES AND AFGHANISTAN, IRAQ AND OMAN AT THE OTHER EXTREME”**





Above and left: the Commander SL is the "next generation" of the radar system which has become an integral part of RAF operations

## Royal Saudi Air Force see T102 for themselves

Representatives of the Royal Saudi Air Force (RSAF) recently visited Cowes to observe Commander SL Type 102 Technical Readiness Trials. Run by the RAF, the trials were held to demonstrate the maturity of the Commander solution. The Saudi delegation, led by Colonel Shafer, was briefed by Gp Capt Maurice Dixon (MOD ADATS IPT Leader), whose team is responsible for delivering the RAF Commander T102 capability.

The brief covered the RAF Type 102 project and the acceptance activities being undertaken before the system enters operational service with the RAF later this year.

BAE Systems Integrated System Technologies (Insyte) personnel provided briefings on the radar's capability (including the Trilogy maintenance e-documentation that will support the radar in RAF service).

Seeing the two-day trial at first hand, members of the RSAF team placed faults on the antenna to test the system's self-diagnostic capa-



Above: the delegation from the Royal Saudi Air Force placed a faulty module in the Transmit Receive Integrated Module (TRIM) to demonstrate the Built In Test Equipment (BITE)

bilities. The delegation was also briefed on the RAF's support concept for the Type 102 and how Insyte is working with the IPT to deliver this through-life. The RSAF delegation noted that the RAF and Insyte had provided the highest levels of support and equipment

access during the visit. Plans were made to enable the RSAF to witness the RAF Commander Type 102 Operational Readiness Trial, which was held at RAF Tringham as *Inside Track* went to press.

Insyte formed a campaign team at the start of the year to bid for the

RSAF Tactical Radar Prospect. This centres on the supply of ten Commander SL radar systems to the RSAF. Commander SL is the export variant of the Type 102 radar system, of which two are being supplied to the UK RAF. The two most important aspects of this campaign relate to demonstrating Type 102 system maturity to the RSAF and engaging with Saudi industry to agree In-Kingdom Industrial Participation (IKIP).

The campaign team has progressed both aspects over the past six months.

Insyte's Business Winning process is being modified to include guidance on the development of industrial participation packages. Thirty-one procurement specifications defining each work package have been created for the Commander SL product.

These will enable Insyte's Saudi industry partner to accurately estimate each work package. They will eventually support formal sub-contract arrangements.



# Joint venture opens up Asia-Pacific

Singapore British Engineering is a collaborative venture making inroads into the South East Asian market and bringing work to local people

## Added value business

Singapore British Engineering (SBE) is a joint venture formed between Singapore Technologies Engineering (ST Engineering) and BAE Systems in October 1988.

For the Company, SBE is an opportunity to increase market penetration of its products in the important Asia-Pacific region as well as enhance competitiveness by exploiting the cost-effective manufacturing advantages offered by ST Engineering. For ST Engineering, it is a chance to increase its technology base through joint development projects and bring work to local industries.

## Our business

Our priorities reflect the objectives of BAE Systems and ST Engineering. SBE's most important task is to market select products in Singapore. Major activities of SBE include:



Above: staff at the SBE office Singapore. Back row, from left: Lim Yuh Huei, Suzie Lee, Alice Koh. Front row, from left: KC Tan, Chew Yuen Long, Desmond Koh

- Primary adviser for BAE Systems, introducing products to the Singapore market
- Representation and distributorship of other qualified OEM products
- Management of repair and overhaul of BAE Systems and OEM products.

Our added value services can be categorised into the following:

- Open up business opportunities and identify collaboration programmes for principals within ST Engineering
- Gather market intelligence and provide advice to win projects
- Approved Singapore Government Supplier for sales of military and defence-related equipment, product or spares
- Offer aftermarket support of in-service equipment.

## Shareholdings

The shareholders of our company are ST Aerospace (a subsidiary of ST Engineering) (51 per cent) and BAE Systems (49 per cent).

Working closely together with Clive Marchant, BAE Systems VP South East Asia, and Mark Wong, VP Marketing, we provide value added services to our principals and customers.



Above: the Rapier Systems is among the Air Defence

## SBE's sales

To date, SBE has sold more than US\$350 million worth of equipment and services from BAE Systems and other principals into Singapore.

## Products sold

- Air Defence Systems (such as Rapier Systems) – MBDA UK
- Combat Engineering Tractors (CET) – BAE Systems (L&A)

## Starters, movers and leavers>

### Starters

**Angela Raymond**, or Angie as she prefers to be called, joined the Group Business Development Team as Executive Assistant to Andrew Gallagher, MD Corporate Development in August. She joins us from Mayer Brown International, a major US law firm in the City of London, where she spent the past six years. Angela has also bravely embarked upon a major project of redeveloping her new house which should cancel out any holidays for the next couple of years.

**Stuart Longdon** is a Project Management Graduate on the GDF scheme and will be coming to work in GBD this October for a six-month placement. Stuart is currently working in the Commercial function looking at commercial processes more commonly in adjacent markets, but he has had some small exposure to export too. Prior

to this role he was working in project control, initially in Broad Oak supporting some of the naval projects, then later he moved to Christchurch and supported Falcon.

**Tracy Pennells** joined the Corporate Development Team as a Team Secretary in August. She comes from Infotec UK (part of the Ricoh Family Group) in Reading where she has worked for the last two years. Tracy is a qualified gym instructor, studying towards her Personal Training Diploma, and is a London Irish RFC season ticket holder.

### Movers



**Annette Meadows** has returned to Head Office following 20 months at Integrated System Technologies.

Annette has joined the Corporate Communications team as Brand & Promotions Manager, reporting to Sara Hirsch. Annette worked previously in Events & Exhibitions and has worked for BAE Systems for 14 years.



**Margaret Helsabeck** landed in Corporate Development after many years working on proposals and

then leading the Business Winning improvement project for the CfPE. She also has a keen interest in Organisational Development. And, of course, being an American living abroad, she understands what it takes to love living in a new place.

Margaret has managed everything from proposals, marketing communications, HR, knowledge and data

management, and facilities to technical publications. So she has a broad experience base to use in establishing new home markets.

Margaret's role is Business Design and she is most excited about getting involved in the transactions and launch of new Home Markets, looking at cultural fit and working with the functions and businesses to ensure a smooth launch is achieved when we complete transactions.

Margaret enjoys travelling with her partner Merv, visiting family in the US (especially her sons Nathan and Spencer), cooking, entertaining, reading, cycling and, on the rare occasion, drawing and painting.

**Julia Constantakis** moves to Corporate Development after seven years with Mike Mendoza to help support the new team.

**Eileen Mawhinney** took over from Jan Walker who retired at the end of





Systems on Singapore British Engineering's sales book

- Artillery Barrel – BAE Systems (L&A)
- Blade – BAE Systems (L&A)
- Armour Vehicle Intercoms System – ex-BAE Systems (L&A)
- Artillery Sighting Systems – BAE Systems (Insyte)
- Shield Systems – Repair and Parts Sales – BAE Systems (Insyte)
- S-70 ADDSII – BAE Systems (E&IS)
- F16 HUD, ADDSII, IFF Spares

- BAE Systems (E&IS)
- F16 IAIS Parts – BAE Systems (E&IS)
- SOCET Set – BAE Systems (E&IS)
- F5, F16, CH-47, AH64 Electronic Component – BAE Systems (E&IS).

Currently we are also working closely with E&IS, Land Systems and Insyte in securing several major contracts.

## Two minutes with... Ed Laughlin, Director International Business Development

### What does your job involve?

Being associated with a small, tight-knit organisation here at Inc. HQ provides a wide and constantly changing scope of activities that focuses mainly on identifying and facilitating the development of new international business opportunities across the company.



### What is the best thing about your job?

Working with a lot of really intelligent and articulate individuals at all levels, both internally and in the broader customer community.

### Which has been your favourite project so far?

As trite as it might sound, there have been many interesting projects associated with my travels across Europe, Africa, the Middle East and here in the States, but they all had in common the wonder of discovering a new environment and culture.

### Best advice ever given?

Concern yourself with the present

and look to the future, for the past is done.

### What is your favourite experience of all time?

Being there for the birth of my son, followed closely thereafter by being there when Georgia won the national championship (that's University of Georgia and American Football, not some team of men in short pants chasing around a spotted round ball in far Eastern Europe).

### What do you do when you are not at work?

That's allowed? Seriously, chasing after my 2 1/2 year-old son and the weeds in the yard around my family's equally old house takes up most of my free time. I imagine though one day returning to my interests in sailing, flying, golf and biking.

### Describe yourself in three words

Dedicated, persistent, exhausted (see above!).

### What are you most looking forward to in the next 12 months?

The next grand adventure that undoubtedly awaits!

June and provides secretarial support to Julia Aldridge, who is the IBS Director, and full admin support for the IBS team.

It was quite a change moving from the Market Development department but she enjoys her new role and her new working environment.



**Mandeep Nandra** joins the Corporate Development team from the Joint Strike Fighter programme

where he was Commercial Director. His prime responsibility was establishing and developing the commercial framework.

Mandeep is married to Asha. He is a keen cricket fan and a member of MCC (Milan Cricket Club). He also enjoys rugby and tennis.

**Gillian McCabe** joined the Industrial Participation team in August to support them with their day-to-day activities.



**Martin Chandler** joined the Corporate Development Team in June 2008 after completing a year at the Royal

College of Defence Studies studying a Masters Degree in International Relations. Martin has spent most of his career in different business winning roles including product sales, contracts and marketing. Before RCDS he was a member of the US5 Corporate Marketing Team with responsibility for Turkey and Israel. This was after two overseas postings running the BAE Systems' offices in Malaysia and the Philippines. As a member of the

Corporate Development Team, he is involved in the development of the India Home Market strategy, in particular the C4I sector. India is a market Martin has not been involved in before and he is enjoying the opportunity to learn about this complex and diverse country.



**Jackie Mawhinney** joined the Business Winning Excellence (BWE) and Competitive

Intelligence (CI) teams as the Team Secretary in April 2008 after a four-year stint with the New Strategic Market Department within Group Business Development. Jackie's responsibilities will include supporting the CI team with the implementation of workshops and events as well as managing

information sources. She will also assist with the implementation of BWE-led cross-company business winning initiatives within the BD function. In her downtime, Jackie likes to walk her Jack Russell, Poppy, and go out with her friends socialising.

**Toby Broughton** starts his new role as Business Development Executive in October. His country focus will be Malaysia, Singapore, Brunei, Indonesia. Good luck to Toby in his new role.

### Leavers

**Emma Hall** left the Industrial Participation team in July to retire to Spain – lucky Emma!

**Chris Barby** has also left the Industrial Participation team and has moved over to Insyte to be Head Procurement Officer. Good luck to Chris in his new role.



# Devils for a day

## Charity Challenge

Hannah Willis and Sarah Campbell-Foster recently enjoyed a charity skydive with the Red Devils to raise funds for Macmillan Cancer Support.

On a cold and drizzly morning in August, Hannah and Sarah left the Farnborough office at 5.30am on their adventure to be honorary Red Devils.

They arrived at the Duke of Gloucester Barracks, South Cerney, near Cirencester in Gloucestershire at 9am full of anticipation.

After a few rain storms, they boarded a small 8-seater aircraft and climbed to 12,000ft for their jump attached to a Red Devil.

"It was amazing," said Sarah. "It was a thrilling experience and a great way to raise money for Macmillan."

They raised £950 online and £275 on paper – a grand total of

£1,225. The girls wanted to say a big thank you to everyone in Group Business Development at Farnborough and their friends and families who sponsored them.

"I think everyone should do this at least once if you get the chance, it's fantastic!" added Sarah.



Left: Hannah Willis and Sarah Campbell-Foster raised £1,225 for Macmillan Cancer Support with their 12,000ft skydive

## Wear jeans for charity

**Jeans for Genes Day** – it's fun, it's easy and it's on **Friday 3 October!**

Jeans for Genes aims to change the world for children affected by genetic disorders with the funds you help to raise on Jeans for Genes Day.

Every half an hour a baby is born in the UK with a genetic birth defect or genetic disorder which

could seriously affect their lives. Jeans for Genes helps to provide much-needed help, support and information for children and their families. The charity also invests in ground-breaking research into the causes of these conditions and how they can be treated.

The symptoms of genetic disorders range from cleft lips, which are relatively easy to correct with surgery, to extremely painful blood disorders such as sickle cell anaemia. These conditions are caused by tiny differences in a child's genes.

On Friday 3 October you could make a BIG difference to their lives by wearing your jeans and paying £1. We will also be selling doughnuts, recipe books and zip-pulls to boost the total monies raised by BAE Systems.

For more information, contact  
Natasha Whitlock on 01252 38 4684



## A date for the diary

The festive calendar is already beginning to fill up, and the Group Business Development Christmas Party will be held at the Tithe Barn at

Loseley Park, Godalming on Thursday 18 December. As in past years, the party will be black tie, so ladies start looking for that dress!

## What's happening here?



Win a bottle of champagne! Email your caption to [helen.j.davies@baesystems.com](mailto:helen.j.davies@baesystems.com). Deadline for entries is 30 September. The winners will be announced in the next issue of *Inside Track*

### Last issue's winners

The winner of last issue's spot the difference competition was Jackie Mawhinney, team assistant based in Farnborough, who correctly identified all six differences. She won a bottle of champagne.

First runner-up was Nigel Cudby from the UK Government Relations team. He wins a dozen Krispy Kreme doughnuts.

And third prize, a Macmillan golf umbrella, will be winging its way to Steven Delp who works for Land and Armaments, and is based in Arlington in the US.

Thank you to all who entered.

### New Additions

**Simon, Nadine and Edward** welcomed **Lara Rose Verstringhe** to the world on 7 May at 3:11am, weighing 6lb 8oz. Lara is gradually allowing them to get a bit more sleep!



**Heather and Graeme** are delighted to announce the arrival of **Oskar Feras Coker**, who was born on 4 July at a very healthy 8lbs 8oz!

